

Project Management Overview

Roles and Responsibilities

Initial Release	1.0
Date:	January 1997

Roles and Responsibilities

A successful project requires that the project team participate (at some level) in the planning process, buy-in to the project plan, and be responsible for completion of assignments.

It is important to have a defined formal structure for the project and for the project staff. This provides each individual with a clear understanding of the authority given and responsibility necessary for the successful accomplishment of the project activities. Project team members need to be accountable for the effective performance of their assignments.

Project organizations come in many forms using matrix, hierarchic or other structures. For example:

- On a large project, individual role assignments may require full-time attention to the function.
- On smaller projects, role assignments may be performed part-time, with staff sharing in the execution of multiple functions.

Who is Part of the Project Team?

The project team includes a mix of people and goes beyond just the project member performing specific tasks. The required mix for any project team includes:

- People specifically charged with execution of the project solution. Regardless of how a project is organized, there are roles and responsibilities that should be considered for every IT project. These include:
 - Requirements maintenance
 - Business rule specifications
 - Data/database administration
 - Project management
 - Data communications
 - System testing
 - Conversion
 - Documentation (user and technical)
 - Training
 - System architecture
- Leaders/decision makers from the state organization and sometimes control agencies.
- People who interface with outputs to the system (either from within or outside of the state organization).
- Project sponsor.
- Ultimate users, as well as the stakeholders.

Importance of

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Stakeholders

It is difficult to manage the expectations of stakeholders because often they have conflicting goals and expectations

Stakeholders are individuals and organizations who have a vested interest in the success of the project. The identification and input of stakeholders help to define, clarify, drive, change, and contribute to the scope and, ultimately, the success of the project.

To ensure project success, the project management team needs to identify stakeholders early in the project, determine their needs and expectations, and manage and influence those expectations over the course of the project.

Stakeholders on every project include:

- the project manager, who has ultimate responsibility for ensuring project success.
- the project sponsor, who leads in getting the need for the project recognized.
- the user, who is the person or organization using the product of the project.
- state organization management, who refines business needs of the project.
- the project team members, who are responsible for performing the work on the project.
- configuration management and quality control entities within a state organization.
- people who have funded the project (e.g., legislature).
- Finance, who is interested in the success of all IT projects.
- General Services, who is interested in projects which involve a contractor.

Customers, both internal and external to the organization, are to be considered important stakeholders. Without input from the user community, projects are more likely to fail in the delivery. Having user needs defined early as part of the stated project goals, and directly traceable to the final solution increases the success factor for a given project.

One of the important project stakeholders is the project sponsor. The project sponsor should have the influence to ensure that the project has sufficient priority to enable success. The sponsor is also responsible for providing the financial resources to complete the project successfully. This is critical, as the priorities for funding and staffing determine the ultimate successful outcome of any project.

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Project Manager

The management of stakeholder expectations is potentially difficult because of conflicting goals and expectations. The expectations may require more resources than are currently available. Finding appropriate resolutions to these differences is a key to successful project management. A major project that does not have backing of senior state organization management, for example, will have difficulty achieving success.

The project manager has total responsibility for a project and its successful completion. To succeed in this responsibility, the project manager must work closely with the sponsor to ensure that adequate resources are applied. The project manager also has responsibility for planning and ensuring that the project is successfully completed on time and within budget. The project manager should be assigned early in the process so the plan can be owned by the person responsible for its execution.

Project Manager Responsibilities

GENERAL FUNCTIONS

- Implement project policies and procedures.
- Acquire reserves required to perform work.
- Maintain staff technical proficiency and productivity, and provide training where required.
- Establish and maintain quality in project.
- Identify and procure tools to be used on the project.

CONCEPT DEFINITION

- Develop draft project plan.
- Define project success criteria.
- Document project constraints.
- Conduct cost/benefit analysis.

PLANNING

Develop detailed project plan, tailoring methodology to reflect project needs.

Ensure that management, users, affected state organizations, and contractors agree to project commitments.

PROJECT STARTUP

- Ensure that project plan is approved and baselined.
- Assign resources to project and assign work packages.
- Approve project quality and CM plans.

PROJECT PERFORMANCE

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- Regularly review project status, comparing budgeted to actual values.
- Ensure that project plan is updated and signed off as needed.
- Review the results of QA reviews.
- Participate in change board to approve system changes.
- Obtain management and user approval of design, test, and approaches.
- Review project risks and establish mitigation procedures.

CLOSE-OUT

- Develop an action plan for any product that does not pass acceptance test.
- Obtain user and management approval of tested system.
- Close-out open action items.
- Assist General Services in contract close-out.
- Celebrate success.
- Develop post-implementation report.
- Conduct lessons learned session.

Sponsor

The project sponsor is usually the organization's management that will ultimately be the recipient of the project's end result. A good project sponsor is a prerequisite for a great project manager. The sponsor is usually head of a program area and not normally a day-to-day user. This is the person(s) that makes the business argument for the project to exist.

The project sponsor may or may not be part of the state organizations management.

Sponsor Responsibilities

GENERAL FUNCTIONS

- Articulate program or state organization requirements.
- Ensure that requirements are met.

CONCEPT DEFINITION

- Define sponsor needs.

PLANNING

- Review and approve project plan.
- Participate in planning session.

PROJECT STARTUP

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- Assign sponsorship personnel as project points of contact.
- Approve funding.

PROJECT PERFORMANCE

- Attend executive requirements reviews.
- Help resolve requirements problems.
- Provide written agreement to requirements and qualifying criteria.

CLOSE-OUT

- Provide representatives to attend lessons learned meeting.

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State Organization Management

State organization management identifies the state organizations need for projects, assesses project risk, and approves project commitments. They are also responsible for establishing the state organization's strategic information technology plans and for ensuring that projects are consistent with state organization and overall state information technology plans. They are also responsible for developing the procedures to ensure that IT policies are followed.

State Organization Management Responsibilities

GENERAL FUNCTIONS

- Prioritize state organization IT needs and include in state organization strategic plan.
- Ensure that sufficient resources are available to conduct projects.
- Review/approve commitments to external entities (e.g., vendors, other agencies).
- Ensure that state organization staff is properly trained.
- Evaluate and recommend adoption of automated tools.

CONCEPT DEFINITION

- Select project manager and assist in staffing effort.
- Review/validate- risk analysis.

PLANNING

- Review/approve project plan and budget and establish management reserves.
- Ensure that team leaders assist in estimation.

PROJECT STARTUP

- Ensure project staff availability.
- Ensure that funding is available.

PROJECT PERFORMANCE

- Regularly conduct executive management reviews.
- Approve changes to the project plan.
- Review risk mitigation plans.
- Review/approve changes in contract commitments.

CLOSE-OUT

- Contribute to lessons learned sessions.
- Ensure user and sponsor acceptance.

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Development Team

The Development Team has responsibility for conducting project activities. The development manager assists the project manager in planning the development effort and makes commitments to complete the project within established schedule and budget constraints. The development team includes the technology specialists responsible for implementing the project solution. Users and/or stakeholders should interact with the development team to ensure that requirements are correctly implemented.

Development Team Responsibilities

GENERAL FUNCTIONS

- Identify technical solution alternatives.
- Implement solution within budgeted cost and schedule.
- Coordinate with QA organization.
- Support project planning and tracking.

CONCEPT DEFINITION

- Provide estimates for developing engineering products.
- Ensure that requirements are feasible and appropriate for available resources.
- Analyze requirements for completeness, consistency, and ambiguity.
- Provide estimates for developing engineering products.
- Conduct feasibility studies.

PLANNING

- Develop technical approach.
- Partition and assign development tasks.
- Assist in development of estimates and schedules.
- Assist in the development of a QA/CM plan.
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- Identify productivity tools for project.

PROJECT STARTUP

- Ensure that all members of the development team understand the project plan.
- Identify staff training needs.
- Establish the project's engineering facilities and environments.
- Ensure that development staff fully understand requirements

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- Track the development effort and submit status reports.
- Develop design and interface specifications.
- Conduct internal and external reviews and walkthroughs.
- Coordinate with QA, review QA results, and correct any deviations.
- Establish configuration control and baseline documents.
- Establish testing plan and coordinate test activities.
- Accept problems and schedule fixes.
- Identify risks as they are found.
- Participate in change reviews.

CLOSE-OUT

- Participate in lessons learned sessions.
- Identify ways to improve project processes.

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Configuration Management

The CM function is responsible for planning, coordinating, and implementing project CM activities. Specifically, they are responsible for identifying changes to the project and ensuring that changes to the project are carefully managed.

Configuration Management Responsibilities

GENERAL FUNCTIONS

- Identify CM needs on projects.
- Be a proponent for change management.

CONCEPT DEFINITION

- Provide CM approach based on requirements and state organization standards.

PLANNING

- Develop draft project CM plan.
- Identify items to be placed under CM control.
- Identify CM tools that support project needs.

PROJECT STARTUP

- Baseline the approved project plan and relevant specifications.
- Update CM plan and place under CM control.
- Create and supervise the project baseline library.

PROJECT PERFORMANCE

- Lead project change control board and distribute change information.
- Record CM actions and maintain action item list.
- Manage access to the project library. Control and distribute products..
- Track problem reports.
- Perform CM audits.

CLOSE-OUT

- Participate in lessons learned session.
- Identify strengths and weaknesses of CM approach.
- Archive project library.

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Quality Assurance

The Quality Assurance function plans and implements the QA activities to ensure that the required processes and standards are followed. Ideally, this is a part of each team function, with team members responsible for quality as a key component of each job assignment.

Quality Assurance Responsibilities

GENERAL FUNCTIONS

- Review and verify that state organization has management and technical QA processes that are followed.
- Maintain project library and repository of project metrics.

CONCEPT DEFINITION

Ensure that requirements are identified.

PLANNING

- Verify that plans are reviewed by all affected groups.
- Review process used for estimating and planning.
- Prepare a project QA plan that identifies quality activities and resource requirements.
- Assist in developing QA estimates.

PROJECT STARTUP

- Verify that requirements are clear, verifiable, and testable.
- Ensure that risks are properly identified and tracked.
- Provide orientation to project staff and managers on the role of QA.

PROJECT PERFORMANCE

- Verify that state organization and project policies are followed.
- Collect and analyze project metric data.
- Coordinate formal reviews and audits and participate in informal reviews.
- Maintain noncompliance issues list under CM control.
- Observe testing and inspect test reports.
- Verify deliverables for conformance to standards.

CLOSE-OUT

Archive project metric data.
Certify readiness of products.
Assess project quality process.
Participate in lessons learned session.

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End User

End users are responsible for ensuring that their needs are expressed and for verifying that a completed project meets those expressed needs.

End User Responsibilities

GENERAL FUNCTIONS

- Articulate user requirements.
- Ensure that requirements are met.
- Ensure that staff are trained and “ready to accept” the new system.
- Be proponents of new system to other remote users.

CONCEPT DEFINITION

- Define user needs.

PLANNING

- Review and approve project plan.
- Review project status reports.

PROJECT STARTUP

- Assign user personnel as project points of contact.

PROJECT PERFORMANCE

- Attend requirements reviews.
- Review design.
- Help resolve requirements problems.
- Provide written agreement on requirements and qualifying criteria.
- Assist in user testing.
- Approve delivery and installation procedures.
- Review current business practice and the impact the new system will have on it.
- Develop procedures, policies, and systems to support the new system.

CLOSE-OUT

- Provide representatives to attend lessons learned meeting.

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General Services

General Services is responsible for developing and enforcing the terms and conditions of a contract, if work on the project is contracted or requires the acquisition of equipment.

General Services Responsibilities

GENERAL FUNCTIONS

- Ensure that appropriate terms and conditions are included in contract.
- Negotiate contracts.
- Obtain any applicable waivers.
- Serve as primary point of contact with contractors through bid and proposal efforts.
- Assist in selection of contractors.
- Schedule proposal debrief.

CONCEPT DEFINITION

- Determine if procurement support is required.

PLANNING

- Comment on draft project plan.
- Comment on project requirements.
- Comment on project success criteria.

PROJECT STARTUP

- Establish the terms and conditions of contracts.
- Execute, negotiate, and finalize contracts.
- Approve project plan.

PROJECT PERFORMANCE

- Verify that contractual obligations and deliverables are met.
- Monitor all contract changes and negotiate change proposals.
- Monitor the terms and conditions of contracts.
- Maintain master file of contract correspondence invoices and letters of transmittal.
- Verify that all contractual requirements are met.

CLOSE-OUT

- Negotiate contract close-out.